Information Operations and the Targeting Process

Terminal Learning Objective
TLO

Action: Identify the components of information operation applied to the Army's Targeting Process.

Condition: Given a tactical situation and appropriate references.

Standard: Identify the information operations inputs into Army's D3A targeting cycle, current and future operations and integrate these into the ground tactical plan IAW FM 3-13, JP3-13, and FM 5-0.

Enabling Learning Objectives ELO's

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Safety Considerations

None

Environmental Considerations

None

The Targeting Process

Targeting is a logical process that synchronizes lethal and non-lethal fires with the effects of other battlefield operating systems. It is an integral part of Army operations. Based on the commander's targeting guidance and targeting objectives, the targeting team determines what targets to attack and how, where, and when to attack them. It then assigns targets to systems best suited to achieve the desired effects. The chief of staff/executive officer leads the targeting team.

The Targeting Process

Targeting supports both offensive IO and defensive IO. Engaging IO related targets contributes to achieving such offensive IO objectives as—

- **Destroy, degrade, disrupt, deny, deceive, and exploit adversary command and control (C2) systems.**
- **Degrade or influence adversary morale and will to fight.**
- **Influence adversary decision-makers.**
- **Influence the local population to support the command's mission.**

The Targeting Process

The targeting process is cyclical. The command's battle rhythm determines the frequency of targeting team meetings. The G-7 schedules internal targeting meetings so IO-related target nominations arrive within the command's target nomination windows. To conserve time, the G-7 may hold IO targeting meetings concurrently with IO cell meetings.

The Targeting Process

Planning

Decide Function: Mission Analysis – OPORD Pro

HVT Nominations
IO Input into PIR,FFIR/ EEFI (CCIR)
IO Input into Commands Targeting Objectives
IO Input into HPTL, TSS, AGM
IO Criteria for BDA (MOE)
IO Input into ICP/ R&S
Asset employment, Task Organization,
Requests for additional assets

The Targeting Process

Preparation/ Execution

Detect Function:

ICP execution
Updated PIR/ IR as answered
Update HVT/ HPTL/ AGM

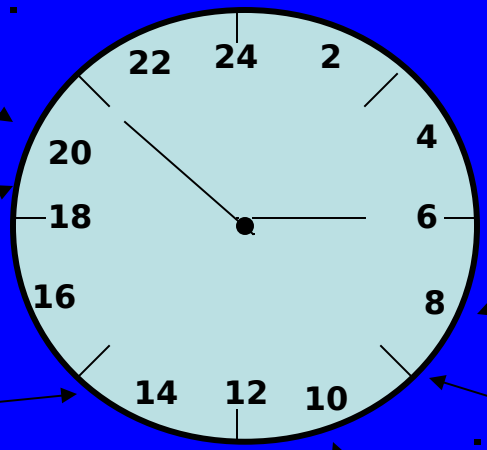
Deliver Function:

Execute attacks IAW AGM

Assess Function:

Evaluate the effects of attacks
Monitor attacks with Non-lethal IO
Re-attack reccomendation

24 hour Battle Rhythm



CG Planning Mtg

Staff Update

TGT TM Mtg

FECC Planning Mtg

G2 Update

Staff Update

CG Planning Mtg

IO Cell Mtg

TGT TM Mtg

Targeting Guidance

Targeting guidance is developed separately from IO objectives. IO objectives are generally broad in scope. They encompass both offensive and defensive IO, and often require both lethal and non-lethal means to accomplish. The G-7 develops recommendations for IO targeting guidance that support achieving IO objectives.

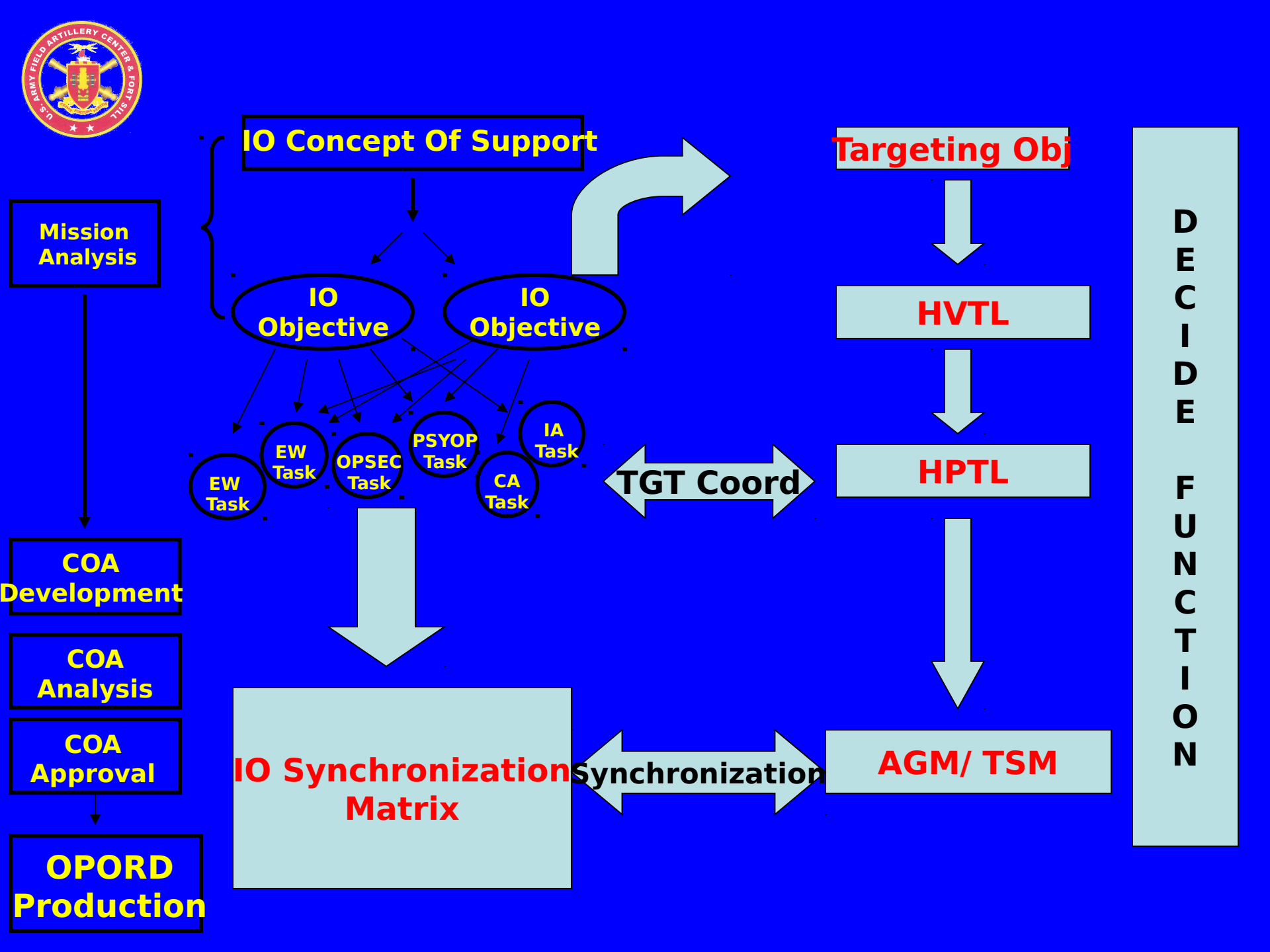
Targeting Guidance

When developing IO input to the targeting guidance, the G-7 considers the potentially long lead time required to achieve effects from offensive IO and the possible lag time in determining results.

Some IO elements may require targeting guidance that allows for the acquisition, engagement, and assessment of targets while the unit is preparing for the overall operation.

Targeting Guidance

For example, the commander may want to psychologically and electronically isolate an adversary reserve before engaging it with lethal fires. Doing this could require electronic attack (EA) of adversary C2 systems and psychological operations (PSYOP) directed at adversary soldiers 24 to 48 hours before the strikes. Successfully achieving the IO objectives for that phase of the operation requires targeting guidance that gives IO-related targets the appropriate priority.


IO Concept Of Support
Mission Analysis
IO Objective
IO Objective
EW Task
EW Task
OPSEC Task
PSYOP Task
CA Task
IA Task
Targeting Obj
HVTL
HPTL
TGT Coord
COA Development
COA Analysis
COA Approval
OPORD Production
IO Synchronization Matrix
Synchronization
AGM/ TSM
DECIDE FUNCTION

IO/ Targeting Assessments

Generally, the effects of lethal attacks can be evaluated using objective, quantifiable criteria, such as the percentage of the target that is destroyed. The G-7 requests battle damage assessment (BDA) of these targets. However, evaluating non-lethal attacks may require subjective criteria and monitoring the target over time. Establishing meaningful criteria of success requires understanding the desired end state. Evaluating effects in terms of subjective criteria requires interpreting information that portrays qualitative effects and determining how these effects change over time.

IO/ Targeting Assessments

Criteria of success are information requirements developed during the operations process that measure the degree of success in accomplishing the unit's mission. They are normally expressed as either an explicit evaluation of the present situation or forecast of the degree of mission accomplishment (FM 6-0). As COA development continues, the G-7 considers how to assess IO effectiveness. The G-7 determines—

- IO tasks that require assessment.
- Preliminary criteria of success for each IO task, including IO-related targets.
- The information needed to make the assessment.
- How to collect the information.
- Who will collect the information.
- How the commander will use the information to support decisions.

These are recorded on IO input work sheets and added to the IO assessment matrix during OPORD production

Effects Planning Cycle

Key Synchronization Meeting Agenda IO Points

- **Review IO objectives and supporting tasks**
- **Brief BDA/MOE**
- **Review current contingency OPNs and supporting IO tasks.**
- **Review upcoming week's IO-acts.**
- **Emerging threat and future contingencies**
- **Nominations for addition, deletion, modification of IO Objectives and/or supporting task. (IOWG tagged for MDMP/recommendation of new OBJs or modifications)**
- **Consideration of prior IOWG recommendation**

Sample Execution and Synchronization Matrix

Goal	Objectives
Maintain Steady-State Environment	(1) Promote efforts by civil leaders who have facilitated tolerance, DPRE returns, and follow and promote rule of law
	(2) Promote SFOR resolve in maintaining BiH as a safe and secure environment, regardless of external international events
	(3) Co-Opt Leaders at all levels to speak out in support of SFOR and IC initiatives and work toward a safe and secure environment
	(4) Encourage populace to take initiative for further developments and growth of BiH
	(5) Promote compliance with education reforms by school administrators and faculty

Steady State Operations	Messages	Measure of Effectiveness (MOE)
I. Safe and Secure Environment	(a) As provided under the GFAP, SFOR will respond forcefully to any surveillance or physical threats directed against its installations or personnel	(1) All public demonstrations are peaceful (2) Political and law enforcement support full provisions of the GFAP (3) Criminal acts committed against MNB (N) personnel or installations are minimized (4) Political and civic leaders support SFOR and our comm
	(b) Primarily, we support the civil implementation process by encouraging civil authorities to ensure safe and secure environment as mandated by the Dayton Peace Accords	
	(c) Economic stability, the rule of law and continued progress in reducing crime and corruption are essential if BiH is to achieve its goal of successful integration into the EU	
	(d) Although SFOR respects the right of individuals to conduct peaceful demonstrations, it fully expects them to do so within the constraints of democratic law	
	(e) Terrorism in inconsistent with maintaining a safe and secure environment in BiH	

Synchronization Matrix

			DECIDE	DETECT AND DELIVER			ASSESS			
TARGET SET	TARGET	OBJ	EFFECTS	ASSETS	HOW	WHEN	ASSETS	HOW	MOE	WHEN
TF 1										
Local Populace	BRATUNAC	2	T: Influence males ages 13 to 25 and their parents P: Youths discouraged from joining obstructionist groups and understand BiH and SFOR condemns extremist organizations	SOI	BILAT	121300JUL03	Patrols	FTF	5,6	25-Aug-03
	SREBRENICA	3,5		Patrols	FTF	NLT 15 AUG 03	CA	FTF	5,6	25-Aug-03
	OLOVO	2		PSYOP	Handbills	NLT 15 AUG 03	Patrols	FTF	5,6	25-Aug-03
TF 2										
Local Leaders	BRCKO	1,3	T: Co-Opt local leaders to assist and support DPRE returns and Promote positive behavior to local populace P: Ensure DPRE returns are safely conducted	SOI	BILAT	101000JUL03	Patrols	FTF	2,4	25-Aug-03
				PSYOP	Posters		OSINT	Media	7	

IO Battle Drills

- **Information operations battle drills are designed to serve as the basis for planning during activation of the crisis action team. The drills are only a planning aid. The information contained in the drills must not be taken as a final and complete plan. The battle drills contain only generic tasks and purposes that must be refined to develop an IO concept that best addresses the situation at hand.**

Sample IO Battle Drills

Employment of QRF			
IO Concept: IO supports deployment of the QRF by displaying IBCT capabilities & resolve and supports US operations to return the sector to a stable, peaceful environment.			
Element	**Task**	**Purpose**	**Target Audience**
BDE Cmd Group	N / A	N / A	N / A
PSYOP	TPT accompanies QRF Commander to provide public address and F2F	Highlight IBCT capabilities and resolve to maintain a safe and secure environment	Local leaders Local populace
		Ensure populace does not interfere in QRF operations, reinforce approved themes	Local populace
CA	Conduct follow-up interaction/damage control	Repair/re-establish rapport with population	Key leaders
PA	Issue press release upon completion of operation	Focus media attention on the capabilities of the QRF	Local populace Local media
Maneuver	Engage local populace in area where QRF deploys	Ensure populace do not interfere in QRF operations	Local populace
IO Endstate: IBCT'S capabilities and readiness are demonstrated. IBCT returns			

Violent Demonstration

IO Concept: IBCT influences local leaders and populace to discontinue their violent protests / demonstrations, setting the conditions for a return to safe and secure environment.

Element	Task	Purpose	Target Audience
BDE Cmd Group	N / A	N / A	N / A
PSYOP	Provide one TPT direct support to maneuver forces	Facilitate crowd control	Local leaders Local populace
	Broadcast radio messages	Warn of possible sanctions to be imposed against the populace	Political leaders Civil leaders
CA	Engage local leaders	Elicit and maintain support in dissuading violence and identifying instigators and dissuading violent activity	Political leaders Civil leaders
		Inform of possible sanctions against local area	Political leaders Civil leaders
	Engage demonstration leaders	Mediate a resolution to the problem	Demonstration leaders
	Engage local municipal administrator	Gain support for possible sanctions against populace	Local leaders Local populace
	Assess local leader and populace attitudes after demonstrations end	Gauge public attitudes toward IBCT	Civil leaders Local populace
PA	BPT issue press releases	Disseminate factual information to counter-misinformation and propaganda	Political leaders Civil leaders Local populace
Maneuver	Engage demonstration leaders	Mediate a resolution to the problem	Demonstration leaders
	Disseminate PSYOP print products and conduct face-to-face operations	Influence populace to cease violent activity	Local populace

IO Endstate: The local populace does not engage in violent activities that interfere with or degrade IBCT efforts to maintain

Questions?